

# **The Army Noncommissioned Officer Guide**

## **Contents**

### **FIGURES**

### **VIGNETTES**

### **PREFACE**

### **CHARGE TO THE NONCOMMISSIONED OFFICER**

### **THE NCO VISION**

### **INTRODUCTION**

### **INTRODUCTORY HISTORICAL VIGNETTES**

### **CHAPTER 1 -- HISTORY AND BACKGROUND**

History of the Army Noncommissioned Officer

Army Values

NCO Professional Development

The NCO Transition

### **CHAPTER 2 -- DUTIES, RESPONSIBILITIES AND AUTHORITY OF THE NCO**

Assuming a Leadership Position

Duties, Responsibilities and Authority

Inspections and Corrections

Noncommissioned, Commissioned and Warrant Officer

Relationships

The Noncommissioned Officer Support Channel

NCO Ranks

### **CHAPTER 3 -- LEADERSHIP**

Learn

Be – Know – Do

Discipline

Intended and Unintended Consequences

Putting it Together

---

**DISTRIBUTION RESTRICTION:** Approved for public release; distribution is unlimited.

\*This publication supersedes TC 22-6, 23 November 1990.

#### **CHAPTER 4 -- TRAINING**

NCOs Lay the Foundation in Training  
Leader's Role in Training  
Other Leader Concerns in Training  
Assessment

#### **CHAPTER 5 -- COUNSELING AND MENTORSHIP**

Leader's Responsibility  
Effective Army Counseling Program  
Types of Developmental Counseling  
The Counseling Session  
Mentorship

#### **APPENDIX A -- SERGEANT'S TIME TRAINING**

#### **APPENDIX B -- ARMY PROGRAMS**

#### **APPENDIX C -- LEADER BOOK**

#### **APPENDIX D -- INTERNET RESOURCES**

#### **APPENDIX E -- NCO READING LIST**

#### **APPENDIX F -- NCO INDUCTION CEREMONY**

#### **SOURCE NOTES**

#### **GLOSSARY**

#### **BIBLIOGRAPHY**

#### **INDEX**

#### **NOTES**